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Attracting Qualified
Candidates
&
Retaining Star Staff:
Marketing Your
Association


Presented by:

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Introduction

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Employer Brand

The Reputation of Your Association
as an Employer



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Employer Brand

Fostering a culture that
attracts and retains
the best people



Employer Brand

One great hire can change an organization



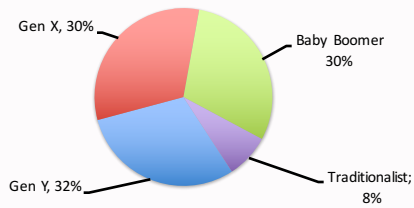
Disruption

- Deluge of resumes
- Talent gap: difficult to identify the best candidates
- Gen Y / Millennial influence



4 Generations in the Workplace

Work force by Generation



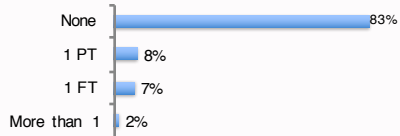
Gen Y / Gen X

Population:
"30-something" vs "40-something"



HR Staff at Your Association?

HR Staff at Your
Association



Qualities Sought from Employers

- Fair compensation
- Meaningful work
- Trust in leadership
- Promotion opportunities
- Learning / growth
- Balanced environment
- And...



Top Reason Employers Attract Talent

- 54% said: "Reputation for treating employees well"
- 67% would accept an offer lower than their "bottom line compensation requirements" if they discovered exceptionally positive reviews online



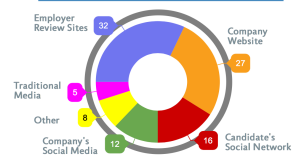
How Candidates Research Us

"EMPLOYER BRANDING"

46% of active & passive job seekers report Employer Brand plays a "very big role" in their decision to even consider applying for a position

62% of job candidates research you to determine if what you're telling them is "authentic"

"EMPLOYER BRAND RESEARCH" RESOURCES

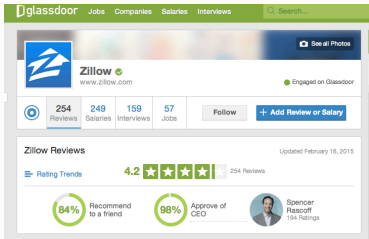


These resources combine to create an impression of your Organization as "a place to work" – your Employer Brand



Employer Review Sites:

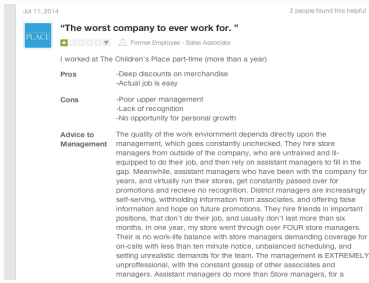
The Good



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Employer Review Sites:

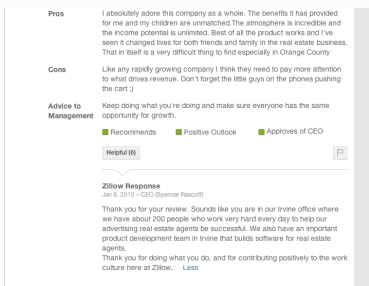
The Not-So-Good



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Employer Review Sites:

The CEO Response



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Anything Can Go Viral!



Poor Judgment on your Jobseeking Strategy March 11, 2014

██████████ We have never met. We have never worked together. You are quite young and green in how business connections work with senior professionals. Apparently you have heard that produce a Job Bank, and decided it would be somewhat helpful for your career prospects if I shared my 160+ LinkedIn connections with you - a total stranger who has nothing to offer me.

Your invite to connect is inappropriate, beneficial only to you, and tacky. Wow, I cannot wait to be every 28 year old jobseeker mine my laptop marketing connections to help them land a job.

I have the sense of entitlement in your generation. And therefore I enjoy denying your invite, and giving you the dreaded "I Don't Know" because of the truth.

Oh, and about your request to actually receive my Job Bank along with the 7,200 other subscribers to my service? That's denied, too.

I suggest you join the other Job Bank in town.

Oh wait - there isn't one.

You're welcome for your humility lesson for the year. Don't ever reach out to senior practitioners again and assume that carefully curated list of connections is available to you, just because you want to build your network.

Don't ever write me again.

~Fishing



Anything Can Go Viral!

36 **Kelly Blazek returns her 2013 Communicator of the Year Award after social media backlash**



CLEVELAND, Ohio -- Controversial Cleveland Job Bank creator Kelly Blazek has agreed to give back her 2013 Communicator of the Year Award, after a week of [social media backlash to the brutal emails she sent some job seekers trying to connect with her for job leads](#).



Retention

- 71% of the job market is open to a new job at any time
- Average replacement cost: \$10,000
- Gen Y / Millennial
 - 18-24 months at a job
 - 25 jobs in 50 years
 - 81% of hiring managers "unconcerned" if candidates have had 3-4 jobs in 10 years



Retention

- 46% Clearly defined path to promotion
- 48% Flex time
- 56% Training and professional development

"Tenure," not "Seniority"
Learning / Teaching

Yet, 67% of hiring managers report they "do not often" or "never" offer training and development



Who should be at the table?

- CEO / C-Suite
- Human Resources / Recruitment
- Marketing / Membership
- Communications
- Technology



Roadmap

- Work Plan
- Perception Audit > Culture > Next Steps
- Employee Survey > Benefits > Stories
- EVP (Employer Value Proposition)



Think Like a Marketer

1. **Product:** Employment with the association
2. **Objective:** Generate awareness to attract qualified candidates
 - Participation in programs (mentoring, etc.)
3. **Audience:**
 - Qualified Candidates
 - Newer Staff
 - Longer term staff
4. **Message development:** Tailored to the audiences
5. **Tactical delivery:** Media "Best Place to Work"
 - Staff stories
6. **Measurement:** Key hiring metrics (qualified candidates; accepted offers; etc.)



EVP (Employer Value Proposition) ...Leads to Message... Leads to Story

Messages stem from EVP

- Tailored to the audiences
- Keep it to three messages



Stories

- Emotional resonance
- Benefits versus features
 - **Feature:** 4 Weeks Paid Vacation
 - **Benefit:** You'll have more time with your friends and family



Recruitment Practices: Active / Passive

Passive

- Website
- Job boards
- Social media



Active

- Personal network
- Current staff (referral)
- Former staff (alumnae)



Give Staff Permission to Promote

Everyone is a Recruiter

- Staff
- Alumnae (former employee) network
- Volunteers

Identify Evangelists

- Encourage them to advocate and share
- Candidate relationship management



The Candidate Experience

Candidate relationship management

Application

- Digital / Phone / One-Click

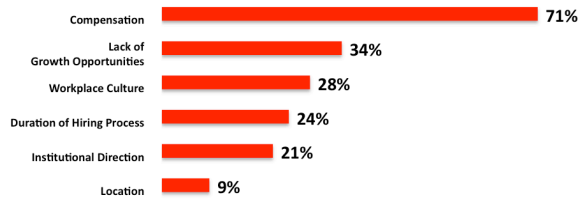
Interview

- Staff preparation
- Process
- Bias / the myth of "fit"



The Candidate Experience

Reasons Candidates Declined Offers



Measurement

Key hiring metrics (qualified candidates; accepted offers; etc.)

- Satisfaction surveys
- Monitoring social chatter
- Retention
- Third party recognition (media)



Key Takeaways

1. **Employer brand:** Perception of your organization as a place to work
2. **Competition** for talent
3. **Technology and Gen Y** driving new transparency and authenticity
4. **EVP:** Employer value proposition
5. **Tell your story** – or others will
6. **We're all recruiters**
7. **Candidate experience management**
8. **Monitor Glassdoor, Indeed, etc.**



Any questions?

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